

Leadership Performance & Development

This report offers a comprehensive analysis of a company's leadership performance and leadership development. It evaluates key areas such as leadership effectiveness, training programs, decision-making processes, and leadership influence on company performance and culture in order to pinpoint strengths, identify areas for improvement, and recommend actionable strategies for enhancing leadership across the organization.

AMD

Executive Summary

AMD's leadership exhibits a strong, visionary executive level defined by clear strategic direction and technical credibility, fostering innovation and empowering high-performing technical teams. However, significant challenges persist in middle management communication, decision-making decentralization, and transparent career development, which, if unaddressed, adversely impact employee engagement, operational efficiency, and cultural cohesion.

Key Leadership Strengths

- **Visionary Executive Leadership:**

The CEO and senior executives are widely praised for their inspirational communication and innovative direction. Regular all-hands meetings and strategic briefings set a strong tone, ensuring that the company's ambitious objectives and market focus resonate with employees.

- **Technical Credibility and Empowerment:**

AMD's emphasis on technical expertise and autonomy has empowered employees to tackle cutting-edge projects. This focus reinforces a culture of innovation where employees are motivated by challenging assignments and tangible growth opportunities.

- **Comprehensive Leadership Development Programs:**

Structured training initiatives, formal workshops, and robust mentoring programs create a solid foundation for leadership skill-building. These programs, tailored across different roles, not only groom high-potential talent but also enhance managerial competencies throughout the organization.

Key Leadership Risks and Areas for Improvement

- **Inconsistent Communication Across Management Layers:**

While executive-level messaging is clear and inspiring, mid-level managers struggle with consistency, resulting in ambiguous directives, siloed practices, and last-minute changes. This misalignment hampers effective cross-functional collaboration and dilutes the executive vision.

- **Overly Centralized Decision-Making:**

Key decisions are predominantly made in a top-down, hierarchical manner. This approach limits broad input, stifles local innovation, and often leads to delays and reactive problem-solving at the middle management level, further disconnecting strategic vision from operational realities.

- **Opaque Leadership Accountability and Development Pathways:**

Despite a strong base in leadership development, the absence of clear, merit-based promotion tracks and inconsistent upward feedback contribute to managerial accountability gaps. Such issues foster internal politics and unequal treatment, undermining employee trust and long-term retention.

Key Takeaways and Recommendations

- **Enhance Middle Management Communication Skills:**

Invest in targeted training programs to equip mid-level leaders with robust communication and feedback competencies. Standardizing communication protocols will help cascade executive vision effectively and reduce misalignments.

- **Decentralize Decision-Making Processes:**

Adopt a more inclusive decision-making framework that encourages collaborative inputs from multiple levels. Empowering middle managers to contribute to strategic discussions can bridge the gap between executive intent and operational execution.

- **Clarify Leadership Development Pathways:**

Establish transparent, merit-based promotion criteria and regular feedback mechanisms. Explicit competency frameworks and defined career trajectories will nurture emerging leaders while reducing internal politics and favoritism.

Conclusion

AMD's leadership strengths—most notably its visionary executive team and technical empowerment—position the company for strong competitive performance. However, addressing mid-level communication lapses, decentralizing decision-making, and enhancing accountability through transparent development initiatives are critical to consolidate a cohesive, high-performing organizational culture and safeguard long-term operational success.

Generated date: 05.05.2025

Time period for analysis of reviews 12 months

1. Leadership Effectiveness

May 5, 2025 1:11 PM

How do employees rate the effectiveness of current leadership?

Neutral

Key Findings

Employees overwhelmingly praise CEO Lisa Su and the top leadership for their strategic vision and innovation, which inspires career growth.

There is a perceived disconnect between senior leadership and everyday operations, with some employees feeling that senior leaders are not in tune with on-the-ground realities.

Middle management shows mixed performance; while some managers grant autonomy, others are criticized for micromanagement, opaque promotion processes, and inconsistent feedback.

Departmental variations highlight that leadership effectiveness is inconsistent, with engineering teams and cross-functional groups facing challenges related to coordination and operational delays.

Action recommendations

Follow-up questions to ask Annie: What specific practices from top leadership are employees identifying as most effective in fostering career growth, and how can these be implemented to address the shortcomings in middle management?

Follow-up questions to ask Annie: Can you provide more details on the disconnect noted between senior leadership and operational teams, and what measures could bridge this gap?

Follow-up questions to ask Annie: How do departmental differences impact the overall effectiveness of leadership, and what targeted strategies could standardize performance across all teams?

Key Observations from Employee Feedback on AMD's Leadership:

- CEO and Senior Leadership

- Positive: Many employees cite CEO Lisa Su as “an amazing CEO” with an inspiring vision, supported by a strong executive team. This top-tier leadership is seen to provide strategic clarity and innovation, fostering opportunities for career growth.
- Negative: However, some employees feel that senior leaders—often originating from legacy companies like IBM—are disconnected from on-the-ground realities. One employee noted, “Upper management doesn't care about this and doesn't listen to people doing the actual work,” suggesting a gap between strategy and execution.

- Middle Management and Team Leaders

- Mixed Reviews: Perspectives on middle management vary significantly. In some departments, managers are praised for granting autonomy—“My manager is super nice and gives much freedom to explore”—while others are criticized for micromanagement, lack of mentorship, and heavy-handed control.
- Concerns: Frequent complaints include opaque promotion processes, internal politics, and inconsistent performance feedback. These issues contribute to perceptions of favoritism and stagnant career advancement in several teams.

- Departmental Variations

- Engineering & Technical Teams: While employees appreciate exposure to cutting-edge projects and the opportunity to work with highly skilled colleagues, leadership effectiveness in these groups is inconsistent. Some teams report excellent collaboration, whereas others struggle with delays and siloed communication.
- Cross-functional Functions: Employees highlight challenges with coordination between teams, reflecting inconsistent leadership styles across departments that can impact overall operational efficiency.

Overall, while AMD's top leadership receives high marks for vision and innovation, practical execution at the middle management level is uneven. Addressing these variations—especially ensuring more responsive, transparent, and empowering practices in day-to-day management—could further strengthen leadership effectiveness and employee satisfaction.

What are the greatest perceived strengths and weaknesses of company leadership?

Neutral

Key Findings

AMD leadership is recognized for its visionary top executives and supportive work culture, which helps encourage employee empowerment and innovation.

Employees value the transparency and work-life balance initiatives, such as quarterly all-hands meetings, that contribute to a positive atmosphere.

There is a notable concern about the lack of focus on technical development, potentially hindering employee skill growth and long-term innovation.

Reports of overly top-down management practices and perceived inequalities indicate inconsistency in leadership approaches across different levels.

Action recommendations

Follow-up questions to ask Annie:

What specific initiatives is AMD leadership considering to enhance technical development and address employee concerns in this area?

Can you elaborate on the factors contributing to perceptions of a top-down management style and what measures might be implemented to create a more inclusive leadership approach?

Are there plans to standardize leadership practices across teams to mitigate perceptions of inequality and micromanagement?

Below is a synthesis of employee perceptions regarding AMD leadership:

Strengths:

- **Visionary, Engaged Top Leadership:** Employees frequently praise the CEO and senior executives. One noted, "Lisa is an amazing CEO & she has a great executive team supporting her," and another remarked, "the CEO is fantastic and very engaged." This dynamic top leadership appears to inspire confidence, driving both innovation and clear company vision.

- **Empowerment and Technical Credibility:** Leadership is seen as valuing technical expertise and autonomy. For example, one employee shared, "Manager is super nice and gives much freedom to explore and work on interesting products." This indicates that when leadership is supportive, it creates an environment in which employees feel empowered to advance their skills and pursue innovative projects.

- **Focus on Work-Life Balance and Transparency:** Numerous comments highlight effective work-life balance and open communication—exemplified by transparent quarterly all-hands meetings—which contribute to a generally positive work atmosphere.

Weaknesses:

- **Lack of Emphasis on Technical Development:** Several employees express frustration with leadership's indifference to cultivating technical skills. One comment captures this by stating, "Management is not concerned with any technical development of the employees whatsoever." This disconnect can hinder long-term innovation and development.

- **Overly Top-Down and Inconsistent Practices:** Employees report a rigid, hierarchical approach with some teams experiencing micromanagement and unrealistic expectations. For instance, distinctions in privileges between upper-level and lower-level employees and a "communist approach to low level employees" have been cited. Such disparities undermine empowerment and may lead to a perception of inequality.

In summary, while AMD leadership is admired for its visionary top executives, technical credibility, and supportive work culture, there remains an imperative to bolster technical development and adopt more inclusive, balanced management practices across all levels.

How is leadership held accountable for their actions and decisions?

Negative

Key Findings

AMD's top leadership, especially the CEO, is held to strong KPIs and is recognized for driving innovation and strategic alignment, reflecting a high degree of accountability at the senior level.

The performance review process, while formal, shows potential flaws as some evaluations rely more on budget adherence rather than actual performance, which could undermine objective accountability.

Middle management appears to lack consistent accountability practices, with issues such as neglecting upward feedback and internal politics, suggesting a disconnect between evaluation standards and day-to-day operational practices.

This gap in accountability between top leadership and middle managers contributes to issues like unrealistic targets, micromanagement, and employee burnout, potentially fostering a toxic workplace culture.

★ Action recommendations

Follow-up questions to ask Annie: What specific steps can be taken to ensure that middle management adopts accountability practices that align more closely with the clear strategic vision set by top leadership?

Follow-up questions to ask Annie: How might the performance review process be restructured to place greater emphasis on objective, outcome-based metrics rather than budget adherence?

Follow-up questions to ask Annie: What initiatives or interventions are being considered to bridge the accountability gap between senior and middle management, especially to reduce internal politics and mitigate employee burnout?

Below is an analysis anchored primarily on the employee perceptions, with broader context where needed:

- Measurement of Leadership Performance

- AMD leaders are evaluated based on core KPIs such as technological innovation, project execution speed, and strategic alignment. Formal performance reviews are in place—for example, one employee noted, “Performance rating is based on budget instead of actual performance,” highlighting that the review system may sometimes miss objective accountability.

- The process emphasizes both results and adherence to the company’s competitive, innovation-driven vision, with the CEO’s approach setting the tone. Employees repeatedly praise the CEO—comments like “the CEO is fantastic and very engaged” reinforce his role in driving strategic performance.

- Assessment of Leadership Accountability

- Positive experiences exist when leadership demonstrates trust and autonomy. An employee shared, “Once you get the trust from your manager, your path will be smooth ... freedom to choose what you want,” indicating that accountable leadership can empower high performance.

- However, numerous feedback signals point to inconsistent accountability among middle management. Reports of “managers easily neglect upward feedback” and instances of “internal politics” highlight areas where leadership fails to own decisions and support their teams. This inconsistency appears to foster a toxic culture and uneven work-life balance across departments.

- The disconnect between senior leadership’s clear strategic vision and the day-to-day operational practices of middle managers suggests that accountability mechanisms are not uniformly applied. In some units, unrealistic targets and micromanagement have led to employee burnout and frustration.

In summary, while AMD’s top leadership—especially the CEO—is recognized for measurable innovation and vision, the accountability practices among mid-level leaders remain a critical concern. Addressing these gaps through clearer, performance-linked feedback and empowerment of middle management is essential to curbing the policy inconsistencies and cultural toxicity highlighted by employees.

Describe and evaluate leadership training programs and leadership development effectiveness, especially for high potential talent and managers in the company.

Positive

Key Findings

AMD offers a wide range of tailored leadership development programs, with formal workshops for mid-level managers and strategic sessions for executives.

The company emphasizes both formal and informal learning methodologies, leveraging structured training, mentorship initiatives, and on-the-job coaching.

Training programs at AMD are differentiated by role and department, ensuring that technical teams, middle managers, and executives each receive relevant skill development.

Employee feedback is largely positive, with mentions of effective coaching and inspirational leadership from figures like Lisa Su underscoring the program's impact.

Action recommendations

Follow-up questions to ask Annie: How does AMD quantitatively measure the long-term effectiveness of its leadership training programs on both individual performance and broader business outcomes?

Follow-up questions to ask Annie: What specific challenges have been identified by employees in the current leadership development structure, and how is AMD addressing these areas?

Follow-up questions to ask Annie: In what ways does AMD incorporate evolving industry trends and internal feedback into the continuous improvement of its differentiated leadership training initiatives?

Below is an overview of AMD's leadership training and development as expressed by employee insights and aligned with broader industry practices:

- **Formal Leadership Programs**
 - AMD provides structured leadership development geared towards different roles. For mid-level managers, formal workshops and training modules focus on people management, technical leadership, and strategic decision-making. Some employees mentioned "good coaching from the senior manager," underscoring the presence of organized sessions to build managerial capabilities. For executives, programs tend to emphasize high-level strategy, innovative leadership, and cross-departmental alignment sessions, often driven by insights from key business and technology trends.
- **Mentorship and Informal Methods**
 - The culture is supplemented by robust mentorship initiatives. Employees observe that "the entire learning and development organization in AMD matured and offers opportunity to contribute, learn and grow." Formal mentoring programs pair emerging leaders with seasoned executives, while informal practices such as cross-functional projects, on-the-job coaching, and shadowing opportunities offer real-time leadership exposure. These methods encourage peer learning and foster an environment where leadership values are modeled daily.
- **Differentiated Approaches by Role and Department**
 - Leadership training is tailored by role:
 - For middle management, technical teams benefit from leadership training that combines real project challenges with structured feedback, ensuring that supervisors can both drive innovation and nurture their teams.

- At the executive level, training is focused on strategic foresight and adapting to rapid market changes. As one employee noted, “Lisa Su is an inspiring leader,” suggesting that top-level development also draws on the CEO’s vision and active engagement with the broader business.
- Additionally, function-specific programs ensure that, for instance, engineering leaders receive training that balances technical acumen with people skills, while business unit heads focus on operational and market strategies.

In summary, AMD’s approach combines formal training modules with mentorship and informal learning opportunities, with clear differentiation based on leadership level and departmental needs.

How do employees rate the availability and effectiveness of leadership development programs and opportunities?

Neutral

Key Findings

AMD’s leadership development initiatives are built on a solid foundation, offering growth opportunities through challenging projects, training programs, and mentorship.

Employees are concerned about the lack of clearly defined promotion and career advancement paths, which limits the programs’ overall effectiveness.

There is a notable deficiency in structured upward feedback, as managers are not held sufficiently accountable, potentially hindering leadership refinement.

Recommendations for improvement include clarifying leadership competency frameworks and tailoring development initiatives across departments to overcome internal silos.

Action recommendations

Follow-up questions to ask Annie: How can AMD enhance clarity around promotion paths and career advancement criteria within its leadership development programs?

Follow-up questions to ask Annie: What steps can be taken to implement systematic upward feedback mechanisms that hold managers accountable?

Follow-up questions to ask Annie: How might tailored leadership initiatives across departments help mitigate internal silos and foster a more collaborative culture?

Employees describe AMD’s leadership development landscape as one with solid potential yet hindered by clarity and feedback challenges. Key observations include:

• Strengths in Development Programs

- Several employees highlight that “employees can grow professionally through challenging projects, training programs, and mentorship opportunities.” This indicates that AMD’s mature learning and development organization provides a strong foundation for leadership skills and technical growth.
- The company’s commitment to innovation allows individuals to assume leadership roles naturally by tackling cutting-edge projects.

• Challenges in Advancement Pathways and Feedback

- A recurring concern is the absence of a clear upward trajectory; one employee noted there’s “no clear path for promotion and career growth.” This lack of defined leadership tracks undermines the full impact of available development programs.
- Additionally, issues around managerial accountability persist. For example, feedback loops falter when

“managers easily neglect upward feedback,” detracting from individual leadership refinement and overall managerial improvement.

- Recommendations for Enhanced Effectiveness

- AMD could benefit from clearly articulating leadership competency frameworks and transparent promotion criteria—ensuring promising talent sees a defined route to advancement.
- Instituting regular, structured upward feedback mechanisms would not only empower employees but also foster a culture of continuous improvement among management.
- Tailoring these initiatives across all departments, particularly in functions where internal politics and siloed work hinder collaboration, may elevate both individual and collective leadership potential.

In summary, while AMD’s leadership development programs deliver meaningful growth opportunities, addressing structural clarity and feedback gaps stands to further enhance the company’s culture and long-term performance outcomes.

How are potential leaders identified and nurtured within the organization?

Neutral



Key Findings

AMD identifies potential leaders by recognizing technical expertise and initiative, which is seen as an effective way to spot high performers.

The company supports leadership development through mentorship and alternative career paths that allow employees to advance without stepping into traditional management roles.

Internal politics and favoritism are significant concerns, with some employees feeling that merit is sometimes overshadowed by the influence of personal relationships.

There is a clear need for more transparent, merit-based promotion frameworks to ensure consistent and fair career growth across the organization.



Action recommendations

What steps is AMD taking to mitigate the influence of internal politics and ensure that leadership opportunities are based strictly on merit?

How does AMD plan to enhance the transparency and clarity of its promotion and career development pathways for emerging leaders?

Can you provide examples of recent initiatives or policies implemented to balance technical achievement with equitable leadership development?

Based on employee perceptions at AMD, potential leaders are mainly identified through their technical expertise and initiative, although internal politics sometimes obscure merit-based advancement. Key observations include:

- Identification Through Technical Achievement and Initiative

- Employees note that taking on challenging tasks and consistently showing initiative is recognized. One employee encapsulated this, stating, “if you take initiative and do the parts of the job that are tedious and difficult you may be exposed to more interesting work.”
- Additionally, the notion that “you can move up fast with the right attitude and effort” suggests that strong performers are noticed and given opportunities despite some concerns over favoritism.

- Alternative Career Paths and Mentorship

- AMD offers avenues for advancement without having to shift into traditional management roles. This is valued by employees who appreciate that “it is also possible to advance your career without becoming a manager.”
- Several reviews highlight mentorship as critical, citing the availability of senior technical experts who guide teams. This structured guidance helps nurture emerging leaders technically and professionally.

- Challenges in the Leadership Pipeline

- However, some employees point to issues with internal management politics. A common concern is that “management only values and promotes staff that talks a lot but did nothing,” indicating that political favor sometimes trumps merit.
- Additional feedback such as “no clear path for promotion and career growth” reveals that while potential exists, consistent and transparent pathways for leadership development across teams are lacking.

In summary, AMD identifies future leaders by spotlighting technical excellence and initiative, supported by mentorship from experienced professionals. However, to fully nurture leadership, the company would benefit from clearer, merit-based promotion frameworks that reduce political biases and provide consistent growth pathways for all high-performing employees.

How effective is leadership in communicating to all levels of the organization?

Neutral

Key Findings

Top leadership, especially CEO Lisa Su, is recognized for providing a clear, inspiring vision that positively shapes the company's strategic direction.

Regular all-hands meetings strengthen alignment between executive strategy and technical initiatives, building trust among employees.

There is a notable disconnect at the mid-level where managers struggle to effectively cascade the executive vision, leading to inconsistent messaging.

Issues such as last-minute directives, ambiguous priorities, and siloed practices contribute to operational uncertainty and hinder effective communication.

Action recommendations

Follow-up questions to ask Annie: How does AMD currently support mid-level managers in developing the necessary communication skills to better translate executive messages?

Follow-up questions to ask Annie: What feedback mechanisms are in place to assess communication effectiveness across different levels, and how is this feedback used to improve the process?

Follow-up questions to ask Annie: Given the issues with last-minute changes and siloed practices, what specific strategies could AMD implement to standardize communication channels and enhance cross-functional dialogue?

Key Strengths at the Executive Level:

- **Clear Vision from Top Leadership:** Many employees praise the CEO's direction and transparency. One noted, "Lisa Su is an inspiring leader," which reflects an appreciation for executive communication that sets a strong strategic tone.
- **Regular All-Hands Engagements:** Senior leadership often holds comprehensive meetings that help align the organization's strategic goals with technical initiatives, fostering trust from engineers and other key groups.

Communication Gaps at the Managerial and Operational Levels:

- **Inconsistency in Messaging:** While top leadership's vision is well-articulated, several employees indicate that mid-level managers struggle with conveying this message. One employee remarked on "poor management and communication," which signals a disconnect as messages filter down.
- **Last-Minute and Shifting Priorities:** Frequent forecast changes and ambiguous directives have led to uncertainty. As one individual described, "the process was done this way so that the fired employees don't have any time to get mentally prepared," highlighting a need for more timely and transparent communication.
- **Siloed Practices and Scheduling Difficulties:** Delayed meetings, remote collaboration challenges, and excessive layers of hierarchy have sometimes hampered effective cross-functional dialogue.

Actionable Recommendations:

- **Enhance Manager Training:** Invest in communication skills for mid-level leaders to ensure they can reliably cascade strategic updates and operational changes.
- **Standardize Communication Channels:** Develop structured, regular touchpoints across teams to reduce ambiguity and reinforce alignment with executive priorities.
- **Foster a Feedback Culture:** Encourage upward and lateral feedback mechanisms to identify and rectify communication breakdowns before they impact project delivery.

By addressing these gaps, AMD can better bridge its executive vision with day-to-day operations, ultimately cultivating a more cohesive and empowered workforce.

What methods and channels of communication are most frequently used by leaders?

Neutral

Key Findings

Leaders at AMD rely on formal, top-down communication methods such as quarterly all-hands meetings, executive briefings, and company-wide emails, which provide clear strategic direction.

Middle management frequently uses digital channels—including emails, instant messaging, and one-on-one sessions—which are sometimes overused (e.g., after-hours emails), contributing to employee frustration.

There is a significant communication gap at the middle management level, where the lack of effective two-way dialogue and inconsistent messaging is causing delays, misaligned expectations, and perceptions of micromanagement.

Action recommendations

Follow-up questions to ask Annie: How can AMD enhance two-way communication between middle management and employees to foster timely feedback and more effective collaboration?

How might the company reduce reliance on after-hours digital communications to promote a healthier work-life balance while maintaining clear directive flows?

What specific adjustments in leadership communication practices could be made to address inconsistent messaging and mitigate perceptions of micromanagement?

Key Channels & Methods

- **Top-down Communication:** AMD leaders, particularly from the executive suite (e.g., Lisa Su), predominantly

communicate via formal channels—quarterly all-hands meetings, executive briefings, and company-wide emails. One employee noted, “Lisa Su is an inspiring leader,” reflecting clarity and vision at the top level.

- **Team-Level & Digital Channels:** Managers rely on regular team meetings, one-on-one sessions, and digital messaging (emails, instant messaging) to assign tasks and provide directives. Frequent after-hours emails and “tagging” even during vacations suggest these digital channels are heavily used.

Effectiveness & Employee Perceptions

- **Strategic Clarity from the Top:** The CEO’s communication is generally praised for setting direction and inspiring confidence. Regular all-hands meetings are noted as transparent forums for strategic updates.
- **Gaps in Two-Way Dialogue:** Despite clear top-down messaging, many employees express frustration with a “lack of proper communication” at the middle management level. This gap inhibits effective feedback and cross-team collaboration, leading to delays in decision-making and misaligned expectations.
- **Inconsistent Messaging & Micromanagement:** Some teams experience overly rigid control with inconsistent information. As one employee indicated, “Management only values and promotes staff that talks a lot but did nothing,” highlighting that the current channels may undervalue substantive contributions in favor of visibility rather than impact.

Key Takeaway

While AMD’s formal communication channels—executive briefings, all-hands meetings, and emails—effectively deliver strategic direction, the predominantly top-down approach falls short in fostering robust, two-way dialogue at the team level. Enhancing inter-level collaboration and streamlining feedback mechanisms could mitigate delays and improve overall clarity, ultimately aligning execution with strategic intent.

How does leadership communication style and effectiveness impact employee satisfaction, performance, and key business outcomes?

Negative

Key Findings

Inconsistent messaging and unrealistic goal-setting are leading to overloaded teams, process delays, and operational inefficiencies, particularly in the technical and engineering functions.

The mixed communication styles across leadership levels—ranging from supportive, collaborative managers to overly micromanaging leaders—are causing significant variations in employee engagement and satisfaction.

Despite some positive feedback at the executive level, the overall presence of internal silos, erratic guidance, and political communication is undermining trust and performance.

There is a clear need for standardized, transparent, and consistent communication practices across all leadership levels to align goals and improve business outcomes.

Action recommendations

Follow-up questions to ask Annie: Can you provide specific examples of departments or projects where inconsistent messaging directly resulted in process delays or operational inefficiencies?

Follow-up questions to ask Annie: How is AMD planning to standardize leadership communication practices across various levels to reduce the disparity between supportive and micromanaging approaches?

Follow-up questions to ask Annie: What feedback mechanisms are in place to assess and continuously improve leadership communication effectiveness, and how are these insights being integrated to boost employee satisfaction?

Key Impacts of Leadership Communication on Business Outcomes at AMD

- Productivity & Operational Efficiency

- Inconsistent messaging and unrealistic goal-setting have led to overloaded teams and process delays. One employee noted, “leadership sets unrealistic goals while knowing they are unrealistic,” underscoring how misaligned communication disrupts workflow.
- Internal silos and last-minute project changes, particularly in technical and engineering functions, reduce operational efficiency and introduce avoidable chaos.

- Employee Engagement & Satisfaction

- Varied communication styles across management levels are affecting engagement. While some managers provide open collaboration and mentoring (“great coaching from the senior manager”), others are criticized for being unsupportive or overly micromanaging.
- At the executive level, a disparity exists in perception. Positive comments highlight visionary leadership—“the CEO is fantastic and very engaged”—yet significant concerns remain regarding disengaged leadership and political communication styles that foster resentment and lower overall job satisfaction.

- Differentiation by Leadership Level and Function

- Middle managers are often the front-line communicators; when effective, they bolster team morale and productivity. However, inconsistent practices and a lack of clear direction in some departments have resulted in operational inefficiencies and stress for employees.
- In engineering and technical teams, cutting-edge project work is contrasted by erratic guidance and delays stemming from ineffective interdepartmental coordination. This mismatch creates an environment where high performance is undermined by uncertainty and missed accountability.

Conclusion

Improving clarity, consistency, and transparency in leadership communication—from both executives and middle managers—is critical. Enhanced communication practices are needed to align goals, streamline processes, and build trust, thereby elevating productivity, operational efficiency, and employee engagement across AMD.

How are key decisions made within the leadership team?

Neutral

Key Findings

The leadership team at AMD relies on a highly centralized decision-making process, with most decisions being made at the executive level, particularly by CEO Lisa Su.

This top-down approach enables rapid and consistent decision-making but limits the involvement of middle management and frontline employees, potentially stifling innovation.

While some departments benefit from cross-functional collaboration, technical teams report that last-minute, executive-imposed changes can disrupt operations and lower morale.

Action recommendations

Follow-up questions to ask Annie:

How do middle managers and operational teams perceive the centralized decision-making process, and what impact does it have on their ability to execute strategies effectively?

Can you provide specific examples where the rapid, top-down decisions have both benefited and challenged the company's operational performance?

What potential adjustments or decentralized approaches might help balance swift decision-making with increased employee input and improved innovation?

• Overview of Decision-Making Structure

– Employee feedback indicates that key decisions at AMD are predominantly centralized and hierarchical. Many note that “very tops down with all major and most minor decisions going directly to Lisa Su,” underscoring a decision-making process driven mainly by the executive tier.

• Executive vs. Middle Management

– At the executive level, decisions are made rapidly to maintain competitiveness and consistency. While some employees praise the CEO—citing that “Lisa Su is an inspiring leader”—others suggest that this top-down authority can stifle broader input.

– Middle managers appear to have limited autonomy. Comments such as “limited involvement in decision-making as an intern” highlight a broader pattern of minimal decentralization, where decisions are handed down rather than formulated collaboratively. This vertical flow sometimes results in disconnects between strategy and operational realities.

• Departmental Nuances and Collaborative Elements

– Despite the centralized framework, certain departments exhibit a more collaborative spirit. Positive employee feedback—such as “collaborative work culture between teams”—suggests that, at the operational level, cross-functional collaboration helps bridge the gap between top-down decisions and execution.

– However, this dynamic is not uniform. Engineering and technical teams have reported instances of haphazard, last-minute changes that create chaos and challenge team productivity, indicating that collaboration and consensus may be inconsistently applied, particularly when senior decisions override local insights.

• Effectiveness and Recommendations

– The centralized process can drive swift, consistent actions at critical junctures, yet it also limits broader input, potentially hindering innovation and causing morale issues.

- For enhanced effectiveness, leveraging a more decentralized, consensus-oriented approach—especially within middle management and across functions—could encourage diverse perspectives and improve alignment between leadership’s vision and on-the-ground execution.

How are decision-making processes perceived by employees?

Negative

Key Findings

Frontline employees feel excluded from decision-making, with reports of fear-based leadership and insufficient upward feedback undermining trust.

Delays, blame shifting, and inconsistent processes between teams are causing operational setbacks and increasing employee frustration.

Middle management experiences a challenging disconnect, being caught between aggressive executive directives and unrealistic operational expectations.

Executives tend to centralize decision-making without adequate input, leading to an opaque hierarchy that stifles innovation and diminishes overall employee engagement.

Action recommendations

Follow-up questions to ask Annie: What strategies are being considered to give frontline employees a meaningful role in decision-making processes at AMD?

Follow-up questions to ask Annie: How can middle management be better supported to bridge the gap between executive directives and operational realities, ensuring more realistic targets?

Follow-up questions to ask Annie: What actionable steps can AMD take to balance its rapid innovation drive with the need for transparent, consistent, and inclusive decision-making?

Based on employee perceptions at AMD, decision-making is characterized by a mix of rapid, innovation-driven choices alongside significant inconsistencies that create friction at multiple levels:

• Non-Leadership Perspectives

- Frontline employees often feel sidelined in decision-making. One noted, “Leadership manages by fear: when an executive makes some comments with partial context or incorrect information, everybody religiously follows the order without questioning.” This sentiment reflects a top-down approach where upward feedback is neglected and accountability is diffused.
- Delays and shifting of blame across teams also frustrate non-leaders. For instance, an employee highlighted that “there are teams in the chain of work who can easily delay their deliverables 2-3 weeks by giving excuses,” causing downstream operational issues and eroding trust.

• Middle Management Concerns

- Managers are caught between aggressive executive directives and the operational challenges on the ground. Feedback suggests that while some middle managers enjoy autonomy, many feel isolated with unrealistic targets and limited support. This disconnect leads to reactive decision-making rather than proactive problem solving.
- In some technical teams, delays in decision-making and inconsistent processes further complicate project delivery, impacting morale and performance.

• Executive Decision-Making

- Executives are perceived as overly centralized, with strategic decisions often made without adequate input

from lower levels. Some employees feel that this approach mirrors an IBM-style hierarchy rather than the agility seen at companies like Apple or Nvidia.

– This perceived opacity and rigidity at the executive level not only stifles innovation but also creates a climate where teams are hesitant to challenge decisions, further entrenching a gap between leadership vision and operational realities.

Impacts across these levels include reduced employee engagement, friction between teams, and diminished trust in leadership, ultimately affecting productivity and the company's ability to innovate efficiently.

Evaluate change management programs effectiveness at the company.

Neutral



Key Findings

Executive leadership, particularly CEO Lisa Su, is highly regarded for setting an inspiring vision and fostering innovation, which is a strong asset in the change management process.

Middle management is facing challenges in executing change consistently, with reports of reactive decision-making and mixed communication that undermines the overall effectiveness of the change program.

There are notable differences across departments; technical teams are benefiting from proactive innovation exposure while non-technical and administrative functions struggle with decision delays and lack standardized change processes.

The evaluation includes actionable recommendations, focusing on middle management empowerment and implementation of standardized change protocols to streamline communication and collaboration across the company.



Action recommendations

Follow-up questions to ask Annie: What specific training or leadership development programs can be introduced to improve middle managers' proactive change management and communication skills?

Follow-up questions to ask Annie: In what ways can the company better align the change implementation process across different departments to minimize chaos and ensure uniformity?

Follow-up questions to ask Annie: How can the feedback from non-technical teams be incorporated to develop structured change protocols that address their unique challenges?

Evaluation of AMD's Change Management

- **Executive Leadership Strengths**
 - **Vision & Ambition:** Top executives, notably CEO Lisa Su, are widely praised for their inspirational leadership. As one employee noted, "Lisa Su is an inspiring leader," reflecting confidence in the executive direction and strategic innovation (e.g., AI focus, cutting-edge technology).
 - **Strategic Alignment:** The leadership's aggressive push for innovation creates opportunities for career growth, even if it sometimes translates into ambitious targets.
- **Middle Management & Operational Execution**
 - **Inconsistent Implementation:** Many employees express concerns over middle management's role in change implementation. One engineer stated, "Management drives the teams in a very haphazard manner, creating last minute changes and chaos," highlighting reactive rather than proactive change management.
 - **Communication Barriers:** Feedback indicates that while executives articulate vision, middle management

often struggles with clarity and consistency. Instances of deflected questions on change processes have left teams feeling unprepared, with some reporting that “when asked about the process, the director deflected the question,” suggesting inadequate support during transitions.

- Departmental & Functional Variations
- Technical Teams: Groups focused on engineering and technology report better exposure to innovation and learning opportunities, benefiting from direct involvement in groundbreaking projects.
- Non-Technical and Administrative Functions: Other departments, such as supply chain and administrative teams, experience challenges with prolonged decision-making and insufficient process standardization during periods of change.
- Recommendations for Improvement
- Empower Middle Managers: Invest in leadership development programs to enhance their change management and communication skills.
- Standardize Change Protocols: Implement structured change frameworks that promote transparency, cross-department collaboration, and timely communications to mitigate last-minute shifts.

This nuanced view—celebrating strong executive vision while addressing operational gaps—provides a clear roadmap for refining AMD’s change management approach.

If this company were to face a major crisis next week, how would it fare?

Neutral

Key Findings

AMD’s strong technological innovation and a highly engaged CEO are key strengths that can drive rapid strategic responses in a crisis.

The company faces significant challenges due to a toxic organizational culture and internal politics, which could hinder effective communication and collaboration during critical moments.

Widespread reports of overwork and burnout, coupled with poor middle management, may weaken the company’s capacity to execute swift decisions when under pressure.

Action recommendations

Follow-up questions to ask Annie: What specific strategies are being implemented to mitigate the toxic culture and foster better cross-department communication in times of crisis?

Follow-up questions to ask Annie: How does AMD plan to address the issues of employee burnout and unsustainable workloads to ensure resilience during high-pressure situations?

Follow-up questions to ask Annie: What measures are being taken to strengthen middle management and streamline decision-making processes to enhance crisis response?

Key Strengths That Could Help in a Crisis:

- Technological Prowess and Innovation: Employees frequently cite exposure to cutting-edge technologies and challenging engineering projects. One noted, “exciting leading-edge work” highlights AMD’s ability to pivot quickly with technical expertise and creative problem-solving.
- Strong Executive Leadership: Many employees describe the CEO as “fantastic and very engaged,” which suggests that in a crisis, decisive leadership might steer the company towards rapid strategic action.
- Flexibility and Agile Teams: Several teams enjoy a flexible work culture with autonomy, allowing for adaptation during high-pressure situations.

Critical Internal Challenges:

- **Toxic Organizational Culture:** Multiple employees report pervasive internal politics and an “extreme caste system” where those not in the top rungs suffer both professionally and socially. This fragmentation could impede cross-team communication and swift crisis response.
- **Overwork and Resource Strain:** Consistent references to heavy workloads, long hours, and tight deadlines raise concerns about burnout. One employee remarked, “toxic culture: avoid at all cost for your mental health,” signaling that sustained pressure may erode performance when crisis management demands peak.
- **Leadership Inconsistencies:** While leadership at the top is praised, several comments about poor middle management and “directors suck” indicate uneven execution across levels, potentially slowing decision-making in a rapidly evolving crisis.

Overall Outlook:

AMD’s core strengths—its technological leadership, market reputation, and committed executive guidance—position it to respond effectively to external shocks. However, entrenched internal politics, inconsistent management quality, and the risk of burnout among employees may hinder its crisis resilience. A focused effort to streamline communication channels, reduce internal cliques, and bolster middle management support is essential for AMD to not only navigate a major crisis but also to sustain long-term operational excellence.

How well does leadership model the target culture to develop a unified and cohesive culture in the company?

Neutral

Key Findings

AMD's CEO is highly engaged and promotes an innovation-focused culture with flexible work arrangements, which helps in attracting top talent.

There is a significant disparity in leadership quality at the managerial level; employee experiences vary widely based on the direct manager.

Instances of ambiguous communication and lack of robust mentorship have contributed to a fragmented experience across teams.

AMD leadership itself recognizes these challenges and recommends setting uniform standards for transparency, mentorship, and accountability.

Action recommendations

Follow-up questions to ask Annie: Can you provide more details on how the variability in manager performance is impacting team effectiveness and employee morale across the organization?

Follow-up questions to ask Annie: What specific examples can be shared regarding communication and mentorship gaps, and how do these issues affect day-to-day operations?

Follow-up questions to ask Annie: What strategies or training initiatives is AMD planning to implement to ensure a consistent, supportive leadership approach across all teams?

Leadership at AMD plays a pivotal role in shaping its culture, with a significant impact that can either empower innovation and collaboration or contribute to internal challenges. Key observations include:

• Positive Leadership Impact

- Vision and Innovation: AMD's CEO is frequently lauded for being "fantastic and very engaged," driving a dynamic, innovation-focused atmosphere. This top-down emphasis on innovation encourages teams to explore cutting-edge technologies and maintain a competitive edge in the market.
- Flexibility and Work-Life Balance: Several employees appreciate the flexible work arrangements and encouraging policies that support work-life balance. Such initiatives help attract top talent and foster an environment where creativity and efficiency can thrive.

• Leadership Inconsistencies and Cultural Challenges

- Variable Managerial Quality: A recurring sentiment is that the work environment largely depends on the direct manager. One employee noted, "It's a great place to work only if you have a great manager," highlighting that inconsistent leadership at the team level can undermine an otherwise strong culture.
- Communication and Mentorship Gaps: Many employees report limited mentorship, ambiguous communication, and even instances of scapegoating or micromanagement. A comment stating "Management drives the engineering teams in a very haphazard manner" underscores how a lack of standardized leadership practices can lead to frustration, diminished trust, and heightened internal politics.

• Recommendations for Improvement

- AMD leadership should establish uniform standards around mentorship, transparent communication, and accountability. Fostering a consistent, supportive management approach across all teams can reinforce the company's innovation mandate and further enhance its culture.

This dual influence—where visionary leadership propels innovation while inconsistent management creates pockets of discontent—offers a clear, actionable pathway for AMD to build a more cohesive and resilient culture.

What are the most important areas and activities where leadership could improve to better support a healthy corporate culture?

Negative

Key Findings

Executive leadership, although supported by a well-regarded CEO, suffers from centralized decision-making and a lack of transparency, which hampers the empowerment of lower-level employees.

Inconsistencies in decision-making across global regions and departments have led to perceptions of favoritism and a rigid, one-size-fits-all management style.

Middle management issues are evident with reports of insufficient mentorship, discriminatory language, and excessive micromanagement undermining employee confidence.

Varied cultural practices among departments, with some units experiencing toxicity, high workloads, and unclear career paths, highlight the need for standardized, targeted leadership interventions.

Action recommendations

Follow-up questions to ask Annie: What specific measures can AMD implement to decentralize decision-making and improve transparency at the executive level?

Follow-up questions to ask Annie: How can AMD redesign middle management practices to provide more inclusive mentorship and reduce micromanagement?

Follow-up questions to ask Annie: What tailored leadership development programs can be introduced to harmonize practices across different departments and regions?

Based on AMD employees' feedback, there are several leadership opportunities to bolster a healthier corporate culture. Notably, the needed improvements vary between executive leadership, middle management, and across departments.

Key Areas for Executive Leadership:

- **Strategic Transparency and Decentralization:** Although the CEO is widely praised ("the best part? Great CEO, innovative mindset"), some employees feel that "upper management approval requires for certain decisions as dynamic changes in business environment." Greater empowerment of lower levels can reduce bureaucracy.
- **Consistency Across Regions:** Executives must ensure that decision-making isn't overly centralized, especially across global teams. Standardizing practices can reduce perceptions of favoritism or "one-size-fits-all" management.

Key Areas for Middle Management:

- **Inclusive and Supportive Mentorship:** Several employees note a lack of guidance and discriminatory language, with one remark stating, "I am often dismissed despite my 7 years of experience." Managers should be equipped with effective mentoring, diversity training, and emotional intelligence skills to cultivate a supportive work environment.
- **Reducing Micromanagement:** While some teams report structured management, others experience excessive control and politics. Empowering employees with clear accountability and autonomy could enhance trust and innovation.

Departmental/Functional Variations:

- **Harmonizing Culture Across Teams:** Feedback reveals that some business units offer excellent cross-functional collaboration and work-life balance, while others struggle with high workloads, toxicity, and unclear career growth. Standardized, department-wide leadership development

programs can bridge these gaps. • Tailored Interventions: Leaders in high-pressure areas and those facing heavy operational demands should receive targeted support to avoid burnout and counteract political infighting.

Overall, AMD leadership can improve by embracing transparency, empowering mid-level managers through structured mentorship and inclusion training, and aligning departmental practices with company-wide best practices. These changes will enhance employee engagement and foster a healthier, more inclusive work culture.